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Report of the Executive Board of the United Nations International Research and Training Institute for the Advancement of Women on the work of its third session

18 May 2006

Summary

The Executive Board of the International Research and Training Institute for the Advancement of Women (INSTRAW) held its third session on 18 May 2006. The agenda adopted for the session included the review of: (a) the report of its Subcommittee of the Executive Board of INSTRAW on the Resource Mobilization Strategy on the proposed fund-raising strategy for INSTRAW (INSTRAW/EB/2006/R.2); (b) the implementation of the programme of work during the period November 2005-April 2006; and (c) the proposed workplan and operational budget for 2007.

During its deliberations, the Executive Board:

- Welcomed the Subcommittee's report on the proposed fund-raising strategy and requested the Director to fully implement the recommendations of the Subcommittee and to enhance the visibility of INSTRAW as a precondition and enabler for an effective fund-raising strategy and decided to review the progress of the implementation at its fourth session

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- Took note with appreciation of the contents of the report on the activities undertaken during the period November 2005-April 2006, as contained in the Director's report on the implementation of the work programme (INSTRAW/EB/2006/R.3) in the four areas approved in the Strategic Plan, expressed satisfaction with the results, and asked the Director and her team to continue their work and to increase the use of the information and communication areas of the United Nations
- Decided to approve the workplan and operational budget for 2007 (INSTRAW/EB/2006/R.4/Rev.1)

I. Organization of the session

1. The following members participated in the third session of the Executive Board of the International Research and Training Institute for the Advancement of Women (INSTRAW) held at Headquarters on 18 May 2006 under the Presidency of Yáñez-Barnuevo (Spain); Natalia Quintavalle (Italy); Juan Manuel Gomez Robledo and Jennifer Feller (Mexico); Marie Yvette Banzon (Philippines); and Elisa de Santos (Spain).

2. Also in attendance were the following ex officio members: Carmen Moreno, INSTRAW Director; Mariela Sanchez, Dominican Republic; and Nritya Subramaniam, representing the United Nations regional commissions. Assistant-Secretary-General, Rachel Mayanja, Special Adviser to the Secretary-General on Gender Issues and Advancement of Women, represented the Under-Secretary-General for Economic and Social Affairs, José Antonio Ocampo.

Opening statements

3. The meeting was opened by the President of the Board, who welcomed members and observers to the third session. He pointed out that the meeting was taking place at a crucial moment when the United Nations was undertaking a mandate review in order to define the future of the United Nations system. That presented an opportunity to strengthen the treatment of gender issues and the gender architecture.

4. He highlighted the commitment of the Government of Spain to gender issues, as evidenced by its support of INSTRAW. As further evidence of that support, he mentioned that the State Secretary for Cooperation would be participating in a meeting of Ministers and heads of national machineries for gender from Central America and Mexico on the INSTRAW project on "Governance, gender and political participation at the local level" (to be held on 26 May 2006 in Panama).

Election of officers

5. The Board recalled article IV, rule 14, of the rules of procedure of the Executive Board of INSTRAW, which states that officers of the Bureau shall hold office for two years, with each serving until a successor is elected. Each officer is eligible for re-election. Since the mandate of the current Board members ends on 31 December 2006, the Board decided that election of the new Board officers would be held at another session convened with the newly elected Board members and that the current officers of the Board would remain in their positions until that takes place. Thus, Spain remained in the Presidency, with El Salvador and the Philippines as Vice-Presidents.

Adoption of the agenda

6. The Executive Board adopted the agenda for the third session as follows:

1. Opening of the session.
2. Election of officers.
3. Adoption of the agenda.

4. Report of the Subcommittee on the proposed fund-raising strategy of INSTRAW.

5. Progress report on INSTRAW's programme of work during the period November 2005 to April 2006.

6. Proposed workplan and operational budget for 2007.

7. Date of the next session.

8. Other issues.

II. Deliberations of the Executive Board

A. Report of the Subcommittee on the proposed fund-raising strategy for INSTRAW

7. The Executive Board had before it the report of the Subcommittee on the proposed Resource Mobilization Strategy for the Institute (INSTRAW/EB/2006/R.2, see annex I), which was introduced by Mexico, a member of the Subcommittee. The two other members were Italy and the Philippines.

8. With a view to enhancing the Institute's ability to mobilize funds, the Subcommittee established a Resource Mobilization Strategy, which includes sections on funding from traditional and non-traditional sources. In its report, the Subcommittee pointed out several factors that affect the capacity of INSTRAW to raise funds, among them: the active and effective support and involvement of the Executive Board members and their Governments; the attitude of donors towards gender equality and their willingness to strengthen the institutional development of INSTRAW; commitment from the United Nations system; efficient mechanisms and regulations for receiving funds from traditional and non-traditional sources; and streamlining operations with the United Nations Secretariat for receiving funding.

9. In its report, the Subcommittee made several recommendations aimed at increasing the visibility of the Institute's work. In that regard, it was recommended that a publication/communications component be added to all projects in order to promote awareness of the specific project and assist in the overall visibility campaign of INSTRAW. The Subcommittee also recommended that the Institute build cooperative relations with other members of the United Nations gender architecture, particularly with the Division for the Advancement of Women and the United Nations Development Fund for Women.

10. The Executive Board thanked the Subcommittee members for the work undertaken in the preparation of the report. In the ensuing discussion, Board members agreed on the need to: (a) give greater visibility to the products produced by the Institute during the past year; (b) strengthen coordination with United Nations organizations working on gender issues, as well as with universities and civil society; and (c) seek funding alternatives with non-traditional sources such as the private sector, on the basis of some of the successful strategies undertaken by other organizations, such as the United Nations Children's Fund. The key role that the Executive Board can play in promoting the Institute's activities was also stressed.

11. The representative of Italy suggested the creation of linkages with local authorities in donor countries. The representative of the Philippines reiterated the need to develop a systematic and intensive visibility campaign and include a communications component in each project in order to increase the visibility of the project results.

12. A draft decision was submitted by the representative of Spain (see annex II) and was subsequently adopted by the Board. In the decision the Board requests the Director to fully implement the recommendations of the Subcommittee and expresses the Board's decision to review progress on its implementation at the fourth session of the Executive Board.

B. Progress report on the implementation of the programme of work for the period November 2005 to April 2006

13. The Executive Board had before it the report on the implementation of the programme of work for the period November 2005 to April 2006 (INSTRAW/EB/2006/R.3 and Corr.1), which was introduced by the Director.

14. During her presentation, the Director highlighted INSTRAW's activities under each of the main areas: research, capacity-building, and information.

Research

15. The Director informed the Board of the series of case studies being undertaken on gender, migration and remittances to examine the development potential of remittances with a gender perspective. In that regard, the case studies analyse: (a) the gender dynamics within families; (b) the impact of remittances on the sending communities; and (c) the management of transnational families given women's increased role as decision makers within the family. Currently, the case studies are being conducted in countries such as Colombia, the Dominican Republic, Guatemala and the Philippines, and utilize the research methodology developed by INSTRAW. A project proposal to examine gender and remittances in southern Africa has also been developed and submitted for funding.

16. Also presented to the Board were preliminary results of the Dominican Republic case study in Vicente Noble, which showed: a great majority (85 per cent) of the migrants were women migrating as economic providers for their families; remittances are sent to women and are used mainly for household improvement, education and health; and in over 99 per cent of the sample households, the woman left in charge gained autonomy and increased negotiating power within the family as a result of receiving the remittances. All of the women who have returned have opened up small businesses.

17. The Board was informed that INSTRAW would be partnering with the Department of Economic and Social Affairs, the Economic Commission for Latin America and the Caribbean and the United Nations Permanent Forum on Indigenous Issues in the implementation of a project proposal on "Engaging indigenous women: local-government capacity-building through new technologies in Latin America". The proposal, originally prepared by INSTRAW, was submitted by the Department of Economic and Social Affairs, which has received and will manage the funding from the United Nations Development Account.

18. The Director reported on several recent publications from the Institute's programme on security and gender. Among them, "Securing Equality, Engendering Peace: A guide to policy and planning on women, peace and security" which serves as a guide for the preparation of national action plans in compliance with Security Council resolution 1325 (2000). Other publications in that area included a methodological guide for the prevention of violence against young women and a toolkit on programming an effective and appropriate response to violence against women at the level of the public security sector. The latter forms part of a comprehensive manual on security sector programming in Latin America, prepared by the United Nations Development Programme.

19. Under its programme on governance, gender and the political participation of women at the local level, and in particular the Spanish Agency for International Cooperation (AECI)-funded project entitled "Strengthening governance with a gender focus and the participation of women at the local level", the Board was informed of several advancements. They included the preparation of: (a) conceptual documents on topics such as the political participation of women at the local level; the participation of indigenous women in local governments; and political parties and women's participation; and (b) the preparation of diagnostic studies in the project countries of Central America, Mexico and the Andean region.

20. Special mention was made of recent project activities in Mexico, which included the development of guidelines to implement and incorporate a gender perspective in the indicator guide *Agenda desde lo local* [Agenda from the local level] and preparation of a guide for leadership and women's political participation at the local level. She further explained that that local agenda had been applied as a monitoring tool to assess the performance of local governments and that it would now be enhanced by the inclusion of gender issues. The new guide promotes a conceptual framework by which gender mainstreaming is conceived as a good practice in governance.

21. Concluding her description of activities under that programme area, the Director mentioned that a project proposal on strengthening the promotion of women's social and political participation in Algeria, Morocco and Tunisia had been prepared and submitted to donors for funding.

22. The Director brought to the attention of the Board the recent publication of 10 research papers from the INSTRAW series *New Voices, New Perspectives*. The series is intended as an opportunity for graduate students in gender-related programmes to contribute to the global debates and the communal sphere of knowledge on women's and gender issues in the four strategic areas of INSTRAW.

Capacity-building

23. Among the activities reported upon under capacity-building, the Director made special mention of a training session on gender concepts in peacekeeping operations for the Chief Communications Officers and the Chief Information Technology Officers from all United Nations peacekeeping missions. The peacekeeping officers participated in the annual meeting of communication and information technology services hosted by the United Nations Stabilization Mission in Haiti (MINUSTAH) at INSTRAW headquarters from 1 to 5 May 2006.

24. She also informed the Board about the half-day training module on programming an effective and appropriate response to violence against women at the level of the public security sector that was developed in addition to the toolkit described in paragraph 18. The training module was piloted in two workshops conducted in late 2005 (El Salvador in November; Dominican Republic in December).

25. In addition, she brought the Board's attention to the recent adaptation and translation into Haitian Creole, French and Spanish of the INSTRAW HIV/AIDS manual *Lend a Caring Hand*, which is aimed at supporting home-based caregivers of people living with HIV/AIDS in low-resource settings.

Information and communication

26. The continual expansion of the Institute's website with additional and updated information and materials resulted in more than 1 million hits during the month of April 2006. The Director added that information on special events such as International Women's Day and the fiftieth session of the Commission on the Status of Women were featured on the front page, which added to the dynamic quality of the website.

27. The Board was informed that media coverage had been obtained for reports on INSTRAW's work, particularly its activities related to migration, gender and remittances. In that regard, interviews with INSTRAW senior officers and researchers were aired by United Nations Radio in Spanish and French and articles were published by the leading Spanish wire agency EFE, which were subsequently picked up by other Spanish media outlets. In addition, an agreement for collaboration was reached with the United Nations Information Centre for Mexico, Cuba and the Dominican Republic.

Institutional development

28. The Director informed the Board of the Institute's continuing pursuit of partnerships with other organizations within the United Nations system and with Governments, academia and civil society organizations. She made special mention of a memorandum of understanding currently being negotiated with the United Nations Foundation with the support of the United Nations Fund for International Partnerships to facilitate INSTRAW's fund-raising activities.

29. Another agreement under negotiation was with the United Nations Department of Peacekeeping Operations in order to house equipment belonging to MINUSTAH on the Institute's premises, thereby providing a backup disaster recovery site for the Mission's data.

30. The Board was also informed that during the period under review, the INSTRAW Director and staff had participated in relevant events for the purpose of ensuring the inclusion of gender issues. Those events included: the Inter-Agency Network on Women and Gender Equality/Organization for Economic Cooperation and Development-Development Assistance Committee meeting on aid modalities on the promotion of gender equality (Nairobi, 30-31 January 2006); the Executive Committee of Economic and Social Affairs Review of programmes and priorities (New York, 16 February 2006); the fifth annual meeting of the Inter-Agency Network on Women and Gender Equality (New York, 22-24 February 2006); the

fiftieth session of the Convention on the Status of Women (New York, 27 February-10 March 2006) and the High-level Round Table on International Migration (New York, 28 February 2006).

31. Turning to the financial situation of the Institute, the Director informed the Board that the resources currently available at the Institute's Trust Fund allowed for operations through the end of the year 2006.

32. Following the presentation, the Board took note with appreciation of the report of the Director and expressed its satisfaction with the results, especially the efforts to carry out projects in all regions. The Board requested that the Director and her team increase efforts to raise the visibility of INSTRAW and to improve the dissemination of the work of INSTRAW through better utilization of the information services of the United Nations.

33. Some members expressed their support for the initiation of activities with peacekeeping missions. In that regard, they suggested that the Institute contact the Peacebuilding Support Office, which would soon be established. They pointed out that such collaboration with peacekeeping missions would provide an opportunity to utilize the materials developed by INSTRAW for the implementation of Security Council resolution 1325 (2000).

34. Members of the Executive Board also stressed the importance of continual visibility of the Institute on the gender perspective in migration and the niche that INSTRAW has established in gender and remittances. Recalling General Assembly resolution 60/229, they highlighted the important role INSTRAW should have at the high-level panel discussion in September 2006 in introducing the gender perspective in migration, in general, and in remittances, in particular.

35. The representatives of Spain and Italy welcomed the progress in activities undertaken within the strategic area of political participation, and in particular, the activities being implemented within the AECI-funded project "Strengthening governance with a gender focus and the participation of women at the local level". They entrusted the Director to seek funding in the European countries for the project proposal on women's political participation in the Maghreb countries.

C. Proposed workplan and operational budget for 2007

36. The Board had before it the proposed workplan and operational budget for 2007 (INSTRAW/EB/2006/R.4/Rev.1) which was introduced by the Director.

37. She explained that the proposed workplan and operational budget for 2007 had been prepared following a results-based management approach and in line with its Strategic Framework for the period 2004-2007.

38. The workplan and operational budget maintains the Institute's technical strategic areas of research; information and communication; and capacity-building/training and the same priority areas for programmes. The Director brought to the Board's attention the fact that the budget for 2007 included additional capacity-building activities to be undertaken in follow-up to the research activities being conducted during 2006. As a result, the document presented total requirements of $1,589,349 for the Institute's operations in 2007.

39. The Director informed the Board that INSTRAW staff placed a high priority on implementing a resource mobilization strategy. As a result, some 26 project proposals had been developed and submitted to several financial partners, who share the Institute's objectives. Of those proposals, two had received funding from which programme support costs would be available to the Institute's budget. Others, such as the proposal "Ensuring security for all: gender and security sector reform in Haiti", have received considerable interest from donors.

40. Following the presentation, several Board members made comments as set out below.

41. The representative of the United Nations regional commissions mentioned the important work on gender issues being undertaken by the regional commissions. She offered the collaboration of the commissions and stressed the synergies that could be obtained through cooperation. She pointed out the need to make use of the different products developed by the commissions in their work. It was decided that the workplan and operational budget should include the specific collaboration between INSTRAW and the regional commissions for the implementation of the workplan in 2007.

42. The representative of Italy asked about the increase in total requirements for 2007 as compared to the amount for the 2006 budget. She was informed that the increase included the regular forecasted increase in salaries. She requested that the Director present to the Executive Board at its next session information on the regular posts of staff, including level and salary.

43. The Board welcomed the proposed workplan and decided to approve the workplan and operational budget for 2007 with the understanding that efforts would be made to continue working with austerity. The Board also recommended that INSTRAW take measures to increase its visibility both within and outside the United Nations and with the general public. The Board also agreed that INSTRAW should seek coordination with the United Nations regional commissions. The Board stressed the need to increase fund-raising efforts in order to guarantee the activities of the Institute and requested the Director to increase her efforts in that regard.

44. A draft decision was submitted by the representative of Spain (see annex II) and was subsequently approved by the members of the Executive Board.

D. Date of next session

45. The President suggested that the Board hold a resumed third session in October in order to elect the new officers, receive updated budgetary and financial information, including a detailed list of personnel, to inform the General Assembly about the activities undertaken by the Institute. An advisory report would also be submitted at that session, to be commissioned by the Dominican Republic on ways to provide greater visibility to INSTRAW. The exact date of the Board meeting will be determined upon subsequent consultations.

E. Other issues

46. Under this agenda item, the system-wide coherence process was mentioned. In that regard, the representative of Italy mentioned that INSTRAW needed to be conceived within the gender cluster.

47. Other members recommended that the Executive Board meet with the members of the High-level Panel on system-wide coherence in order to inform them about the role that INSTRAW plays in research and training on gender issues and for the empowerment of women.

III. Closing of the session

48. The President of the Board informed the members that the date of the resumed session would be communicated to them and closed the session.

Annex I

Recommendations of the Subcommittee of the Executive Board of INSTRAW on the Resource Mobilization Strategy (INSTRAW/EB/2006/R.2)

1. In preparation for the next session of the Executive Board of INSTRAW, the Subcommittee, composed of Italy, the Philippines and Mexico, held a meeting on 28 March 2006, to discuss the Resource Mobilization Strategy, which had been submitted by the Director of INSTRAW for the consideration of the Board in October 2005. The document provided a good basis for the analysis of the suitable funding strategies, including innovative approaches of raising funds for the core activities of INSTRAW. The report also contains useful guidelines to be implemented as part of the overall effort to strengthen the Institute.

2. Taking into account the present political situation and the discussions that will be held in the upcoming months on the mandate review and the system-wide coherence of the United Nations, which could include the revision of the gender architecture of the Organization, the Subcommittee has drawn up its recommendations and comments on the content of the Resource Mobilization Strategy, bearing in mind the significance of taking steps that will ensure the strengthening and stability of the Institute in the years to come.

3. In that regard, the success of the Resource Mobilization Strategy depends on the full implementation of resolution 60/229 in which the General Assembly emphasized the need to enhance the visibility of INSTRAW and its efficient coordination with other United Nations bodies and organizations.

Critical importance of visibility and information dissemination

4. Enhanced visibility must be considered as the key precondition and enabler for an effective fund-raising strategy. Visibility and fund-raising should be seen as two sides of the same coin. The issue of visibility is partially captured in the Director's report, in which it makes reference to the need to make INSTRAW deliverables more visible, competitive and attractive to the public around the world.

5. The success of resource mobilization efforts for INSTRAW, particularly for its core operations, is predicated upon the significance that Governments and other entities attach to the organization's functions and programmes. While there has been broad recognition in the international community of the importance of gender research and training, there remains a lack of awareness of the role that INSTRAW can play in enhancing perspectives and programmes on women by national gender entities and United Nations agencies. Therefore, the positive correlation between INSTRAW's visibility and resource mobilization cannot be overemphasized.

6. In recent years, INSTRAW has exhibited increasing visibility through direct contacts by the Director with Member States, particularly through bilateral consultations and in the context of international meetings and events concerning women. The regular sessions of the Executive Board provide a comprehensive view of the work of the organization and thus facilitate awareness. However, current levels of core funding support still point to a critical need for more extensive efforts to reach a wider audience and enhance awareness of its projects. In that regard, the Executive Board may wish to consider the usefulness of stepping up information

dissemination efforts through the publication of the results of INSTRAW's projects through manuals, handbooks, concept papers and journals, and their strategic circulation with a view to achieving maximum exposure and usefulness to stakeholders, particularly Governments.

Recommendations

7. It is observed that it has been easier for INSTRAW to collect funds for specific projects, rather than for its core resources. With that in mind, projects and their budgets should be structured in a way that can be instrumental to INSTRAW general interests in terms of visibility.

8. Given the availability of funds dedicated to projects, INSTRAW could maximize the project funds by considering allocating a publication/communication component to every project, so that project results and findings can be disseminated more widely and would not be confined only to the website. Such a component would not only promote awareness of the specific project, but also assist the overall visibility campaign of INSTRAW. Embedding the visibility costs in each project would also lift the pressures of funding visibility efforts from available core resources.

Coordination with United Nations agencies and other organizations

9. Another crucial aspect related to visibility, and popularity, is the need to build truly cooperative and harmonious relations with the other bodies of the United Nations gender machinery, in particular UNIFEM and the Division for the Advancement of Women. It is in the interest of INSTRAW to reach a solid common understanding with such bodies and to fully respect a coherent division of labour, consistent with the respective mandates. In that regard, it is fundamental for INSTRAW to focus on the implementation of its mandate as established and updated by the General Assembly and build a comparative advantage in niche areas of work, where it can be undisputedly perceived as the focal point within the United Nations system. The recent work on gender and remittances is a good example of such approach, to be further emphasized with the membership and the general public.

10. The gender architecture in the United Nations gives rise to many opportunities to interface the work of several agencies working on gender issues. Nonetheless, because gender issues mainly require a multidisciplinary approach, there can also be a tendency for mandates and functions to overlap and duplicate. INSTRAW will need to work closely with other United Nations agencies to see how it can make its research and training expertise readily available to the other agencies. For instance, INSTRAW can supply research gaps and other missing data and information, provide different perspectives and analyses of current issues or undertake wholly innovative research topics on women that agencies can use in the course of their work.

11. Furthermore, the tendency to misconstrue the work of INSTRAW as duplicative of other agencies could be addressed if INSTRAW can capitalize on its distinct role as information provider, with a particular focus on charting innovations in gender perspectives and analyses. Establishing the niche of INSTRAW in that regard would also necessitate that it be a step ahead in terms of thought and approach in the context of emerging and future issues.

Resource Mobilization Strategy

Objective

12. The purpose of the Resource Mobilization Strategy is to facilitate the mobilization of adequate resources for INSTRAW, and thereby increase the Institute's capacity to fulfil its mandate in working towards the achievement of gender equality and the advancement of women worldwide.

13. The specific objectives of the strategy are as follows:

(a) To create a more secure and sustainable resource base for the Institute that will allow INSTRAW to comply with its mandate to carry out research, training and capacity-building activities aimed at improving women's lives;

(b) To stabilize, increase and make more predictable the financing of INSTRAW activities from traditional and non-traditional sources;

(c) To broaden the donor base within the governmental and non-governmental sectors;

(d) To stimulate creative fund-raising, including collaboration with the business community and the general public and the use of the Internet.

Rationale

14. Resource mobilization has become an increasingly important activity for INSTRAW, given that the Institute's core income has stagnated in recent years. Yet that has happened at a time when INSTRAW is expected to undertake an increasing variety of activities in order to comply with mandates from the General Assembly and the Economic and Social Council and for implementing its Strategic Plan for the period 2004-2007 as approved by the Executive Board.

15. In order to secure stable, adequate and predictable funding for INSTRAW, the Subcommittee believes that the following external and internal factors should continue to be taken into consideration:

External context

- The Millennium Development Goals are a major force in resource mobilization for all agencies and organizations involved in contributing to the attainment of those goals
- Evolution of the number of key stakeholders in the global women's issues sector, including the sister agencies and institutions within the United Nations system that place priority on gender issues and seek funding to improve women's conditions, for example in health, labour, trafficking
- In coming to grips with the complexity of global resource flows, INSTRAW must optimize its role as a recognized leader in strategic and innovative approaches towards achieving gender equality and making a difference in women's lives
- In mobilizing voluntary resources for improving women's lives, INSTRAW needs to find common ground with its partners, identifying areas where the human development agenda intersects with the political agenda and in the case

of private sector partners, it will need to identify where women's interests intersect with the profit-making agenda and with the corporate social responsibility movement

- In seeking funds for its activities, INSTRAW must compete with a growing number of organizations

Internal context

- Efficient implementation of the Strategic Plan and delivery of the Institute's mandate
- Increasing donor confidence through effective/efficient delivery of the INSTRAW programme of work and project execution
- Demonstrated accountability and efficient use of available resources
- Adoption of a results-based management approach in the Institute's operations
- Delivery of clearly identified results and their contribution to the attainment of the Millennium Development Goals
- Making INSTRAW deliverables, such as projects, research initiatives, training activities, publications, campaigns, and others more visible, competitive and attractive to the public around the world
- Strategic, continuous dialogue with major donors, giving due recognition to donors for their contributions
- Improved reporting and information on the implementation of projects to all partners
- Broader participation of the Executive Board in the planning and financing aspects of the Institute
- More active involvement of non-State actors, such as non-governmental organizations, foundations and the business community, in the planning, implementation and financing of INSTRAW initiatives
- Effective use of creative approaches and innovative resource mobilization techniques with non-traditional donors
- Ongoing "environment scanning" to understand the challenges and difficulties that INSTRAW and all other United Nations system agencies face in fund-raising

16. INSTRAW funding has come from Governments, non-governmental organizations and the United Nations system agencies. The following section includes a review of the traditional and non-traditional funding sources with proposed actions for each, as well as actions needed to strengthen the institutional capacity of INSTRAW in order to implement its Resource Mobilization Strategy.

Funding of INSTRAW activities from traditional sources

17. According to article VI, paragraph 1, of INSTRAW statutes, the activities of the Institute are funded by voluntary contributions from States, intergovernmental and non-governmental organizations, foundations, including the United Nations Foundation, private and other sources. Traditionally, Governments have been the

major source of funding for INSTRAW's activities. It is expected that Governments will continue to be the most important players in the long-term process of ensuring adequate, stable and predictable financial resources for INSTRAW. Therefore, a priority for the Institute will be to seek increased contributions from Governments. That will ensure that INSTRAW has the capacity to implement its programme of work. Additional earmarked contributions by donor Governments in support of specific projects will also continue to be encouraged. Working on the basis of the proposals contained in the Resource Mobilization Strategy (INSTRAW/EB/2005/R.6), the Subcommittee recommends that the Board consider the following actions:

Actions that could be taken to increase funding from traditional sources

- Organize strategic meetings and ensure continuous dialogue between INSTRAW and Governments on the financing and implementation of activities
- Encourage Governments to provide voluntary contributions in order to ensure that a minimum of core activities are conducted without interruption and are not solely dependent upon the project cycle
- Broaden the donor base within the governmental sector and stimulate contributions to the Institute from Governments that have stopped contributing or have not previously contributed
- Generate other types of donor government support, such as long-term earmarked contributions and strategic in-kind contributions for the organization of meetings, special events, funding of interns and consultancy posts
- Organize consultations with countries willing to consider additional earmarked contributions in support of selected INSTRAW projects
- Strategically plan and systematize financial and programme/project partnerships with regional and global funding mechanisms, such as other United Nations agencies and programmes; the United Nations Development Fund and the United Nations Foundation
- Establish streamlined mechanisms to secure funding in an expeditious manner, including facilitating internal United Nations Secretariat processes and providing models and legal guidelines for memorandums of understanding with different stakeholders such as the United Nations system, Governments, non-governmental organizations and the private sector, among others.

18. Whereas it is important to consider the advisability of seeking a stable appropriation for INSTRAW from the United Nations regular budget, it is important to note that that would suppose a reform to the statutes of the Institute, which would have to be approved by the Executive Board and then submitted for adoption by the General Assembly.

19. In that regard, while the Subcommittee endorses the need for continued and enhanced dialogue between INSTRAW and Governments, primarily the donor Governments, it would be important to take into account at this time the future of INSTRAW in the context of ongoing United Nations reform processes, particularly the evaluation of the current gender architecture. In that way, Governments would be in a better position to gauge and focus their commitments towards various

aspects of the United Nation gender work, including necessary support to gender research and training.

Funding of INSTRAW from non-traditional sources

20. INSTRAW needs additional funding in order to implement its mandate more fully and to carry out its activities. To increase contributions from non-traditional sources, INSTRAW should actively develop new approaches towards and seek support from non-State actors, on the basis of some of the successful strategies undertaken by other international organizations, such as the United Nations Children's Fund (UNICEF).

21. That would mean strengthening INSTRAW resource mobilization activities involving non-governmental organizations, major groups, local authorities, private sector corporations, banks, small businesses, non-profit organizations, foundations, service organizations and individuals in a position to assist INSTRAW to achieve its mandate. Those activities will stimulate greater awareness of INSTRAW, and facilitate new contributions in support of the organization.

22. Working on the basis of the proposals contained in the Resource Mobilization Strategy (INSTRAW/EB/2005/R.6), the Subcommittee recommends that the Board consider the following actions:

Actions that could be taken to increase funding from non-traditional sources

- Develop relationships with non-governmental partners and potential donors from the private sector
- Develop initiatives and special events that would potentially attract funds
- Employ innovative approaches in fund-raising from the general public
- Establish contacts with mechanisms such as national foundations in order to attract funding that could be tax deductible
- Facilitate the social marketing of projects and products by using campaign logos and names
- Seek support for INSTRAW projects with members of the Global Compact through appropriate high-level channels
- Organize income-generating activities in collaboration with partners and within the Rules and Regulations of the United Nations
- Mobilize resources and generate support for INSTRAW special events, for example creating advocacy groups such as "Friends of INSTRAW"
- Pursue fund-raising efforts on the Internet
- Act as a facilitator for networking initiatives and joint research projects involving local authorities and academic/research institutes from both developed and developing countries. That could further stimulate the interest of the said entities for INSTRAW activities and funding requirements
- Establish streamlined mechanisms to secure funding in an expeditious manner, including facilitating internal United Nations Secretariat processes and providing models and legal guidelines for memorandums of understanding

with different stakeholders, such as the United Nations system, Governments, non-governmental organizations and the private sector, among others.

Institutional strengthening for resource mobilization

23. To achieve a higher level of funding stability, INSTRAW should strengthen its relations with many stakeholders within the United Nations system as well as in other sectors. Within the United Nations system, the support of Member States, as well as the personal support of the Secretary-General are crucial elements to ensure that appropriate funding is obtained.

Institutional enhancement strategies by Member States and other relevant stakeholders could include:

24. In order to support the efforts for enhancing the visibility of the Institute, the Executive Board could assume leadership and proactive actions in promoting the work and projects developed by INSTRAW at the international and regional levels. Likewise, the members of the Executive Board could seek to ensure a transparent and inclusive dialogue between Member States and the gender bodies of the United Nations, in particular INSTRAW, during the mandate review and system-wide coherence negotiations.

25. Additionally, the members of the Executive Board should promote INSTRAW participation in the relevant United Nations meetings related to gender issues and/or areas of work developed by the Institute.

26. In order to contribute to a broader participation of Member States in the Executive Board, including those which had not expressed open support for the strengthening of INSTRAW, it is important to maintain its role in policy-making, in formulating recommendations and in considering new methods to improve the financial situation of the Institute, with a view to ensuring its operational effectiveness.

27. The Resource Mobilization Strategy would need to be as inclusive as possible. Strategies that tend to assign fund-raising promotion solely to a select group of Governments could counter efforts to encourage other Governments to be involved in broadening the financial support base.

28. In addition, the Secretary-General could support fund-raising for INSTRAW, participating in specific events and activities as is customary.

Institutional enhancement strategies by the INSTRAW secretariat:

- Establish an area specifically dedicated to resource mobilization and fund-raising activities, within the established rules and regulations and with the necessary human resources. That area would: (a) permanently scan the external environment; (b) include accurate donor profiling to maintain the ability to focus on identified priorities and emerging critical issues related to the advancement of women; and (c) maintain close coordination with other United Nations agencies and the Secretariat to establish partnership and joint ventures to mobilize resources and raise funding for the Trust Fund

- Update projects, proposals and profiles to maintain an up-to-date project portfolio and to follow up, on a regular basis, the status of projects submitted for funding
- Maintain personal and permanent contact with key stakeholders in the government and non-governmental sectors to provide information on programmes, projects, activities and resource implementation

Budget targets and key determinants of financial stability

29. Over the coming midterm period 2007-2010, INSTRAW should focus on achieving a target of Trust Fund Reserve of $3 million to $5 million and an annual increase of 5-10 per cent in financial resources for successful project implementation.

30. The achievement of strategic targets in resource mobilization will depend on the donor's attitude towards gender equality and on the decision to strengthen the institutional development of INSTRAW.

31. The capacity of INSTRAW to raise funds depends on the following factors:

- Active and effective support and involvement of the Executive Board members and their Governments, as well as other States that benefit from specific INSTRAW projects
- Willingness of donors, especially United Nations members, to increase funding in order to strengthen the Institute
- Commitment from the United Nations system
- Efficient networking with donors and supporters of INSTRAW
- Efficient mechanisms and regulations for receiving funds from traditional and non-traditional sources
- Streamlining operations with the United Nations Secretariat for receiving funding
- Internal structure and funding for resource mobilization
- Focusing on few high-impact areas of work
- Full delegation of authority to the Institute to administer funding consistent with results-based management, as well as to employ new approaches, initiatives and fund-raising techniques to stimulate aggressive fund-raising

Annex II

Draft decision 1

Resource Mobilization Strategy

The Executive Board,

Recalling General Assembly resolution 60/229 of 23 December 2005, by which the Assembly emphasized the need to enhance the visibility of INSTRAW and its efficient coordination with other United Nations bodies and organizations,

Recalling also its report[a] by which it was decided to establish a Subcommittee comprised of three Board members with the objective of analysing in greater detail the content of the document as well as the various suggestions made in order to prepare recommendations with a view to ensuring the financial sustainability of the Institute,

Reaffirming its previous decision to actively promote a fund-raising strategy for the Institute,

1. *Welcomes* the recommendations of the Subcommittee of the Executive Board of INSTRAW on the Resource Mobilization Strategy;[b]

2. *Requests* the Director to fully implement the recommendations of the Subcommittee, in order to enhance visibility as a key precondition and enabler for an effective fund-raising strategy;

3. *Decides* to review the progress on the implementation of the present decision at its fourth session.

[a] INSTRAW/EB/2005/R.7.
[b] INSTRAW/EB/2006/R.2.

Draft decision 2

Workplan and operational budget for 2007

The Executive Board,

Recalling General Assembly resolution 59/260 of 23 December 2004, by which the Assembly endorsed the adoption by the Executive Board of the framework of the strategic plan for the Institute, 2004-2007,

Recalling also the report of the Director of the Institute on the implementation of its workplan for 2005[a] and initial activities in the implementation of its workplan for 2006,[b]

Recognizing the importance of the implementation of its workplan for 2007 in the technical strategic areas of research, information and communication, and capacity-building/training,

Reaffirming its mandate to contribute to the implementation of the Beijing Declaration and Platform for Action[c] and the outcome document of the twenty-third special session of the General Assembly,[d]

1. *Welcomes* the report of the Director of the Institute on the proposed workplan and operational budget for 2007;[e]

2. *Decides* to approve the workplan and operational budget for 2007.

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[a] INSTRAW/EB/2004/R.5/Rev.1.
[b] INSTRAW/EB/2005/R.3/Rev.1.
[c] *Report of the Fourth World Conference on Women, Beijing, 4-15 September 1995* (United Nations publication, Sales No. E.96.IV.13), chapter I, resolution 1, annexes I and II.
[d] Resolution S-23/3, annex.
[e] INSTRAW/EB/2006/R.4/Rev.1.